

## Propositions

### PERFORMANCE MANAGEMENT OF THE POLICE IN THE CONTEXT OF PUBLIC SECTOR REFORM IN MOZAMBIQUE

*Francisco Inácio Alar*

International Institute of Social Studies  
Erasmus University Rotterdam

1. With the widening of civil liberties in Mozambique, perception of public crime has been rising while the numbers of crimes are being reduced. (Chapter 7)
2. In terms of the evolutionist performance classification, the nature of the Police of the Republic of Mozambique (PRM) system can be described as traditional at the incipient level but not yet performance management. (Chapter 8)
3. Overwhelmed by shortages of all kinds, including lack of provision of due social benefits to the staff, managers and police chiefs express their limited power by demanding more commitment and ethical practices from their subordinates. (Chapter 7)
4. Despite the formal structure showing a centralised command, the local level enjoys substantial discretion in selecting its priorities, including application of rules opposite to those centrally proposed, in what Lipsky (1980) called “district level bureaucracy” and therefore a form of ‘informal decentralisation’ (Chapter 9)
5. A human resource paradox in Maputo: police officers exist on paper in numbers but are not available on the ground, which indicates not only inefficient human resource management but also corruption. (Chapter 7)
6. Given the pattern of policy discontinuity as well as dependence on managers of the day (personalisation of management), management as well as implementation of existing strategies such as the police strategic plan suffered with a change of executives in 2005. (Chapter 6)

7. Although attractive incentives and a plural promotion system theoretically make it easy for almost everybody to qualify for promotions and social incentives, these exist only on paper.
8. Despite being problematic and dependent on factors beyond the police or the criminal justice system, the crime rate is regarded in many circumstances as the main indicator of police performance.
9. Under increasing global liberalization, security is becoming a commodity provided at market price by public and private organizations.
10. Globalization and regional integration bring economic and social benefits but also impose new challenges for the police to control trans-border and more sophisticated organized crime.
11. The goat eats where it is tied. (*Mozambican popular saying about corruption*)